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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

SP - 176/76
19 October 1976

MEMORANDUM FOR: NIE 11-3/8-76 Management Team
NIE 11-3/8-76 Working Group Chairmen ("A" Team Leaders)
NIE 11-3/8-76 "B" Team Leaders
National Foreign Intelligence Board Representatives on
NIE 11-3/8-76
NIO Coordinator, Competitive Analysis Experiment
NIOs for Strategic Programs and for USSR and East Europe

SUBJECT: Competitive Analysis Experiment--Procedures for Interaction
of "A" and "B" Teams in the Review Process

1. The "A" and "B" Team drafts on the issues of Soviet ICBM accuracy, Soviet low altitude air defense, and Soviet strategic policy and objectives have been completed and each team draft is being exchanged with the counterpart team. This memorandum briefly reviews the origins and purposes of the experiment in competitive analysis and lays out a schedule and set of procedures for the next phase of the exercise--the review by the "A" and "B" teams of each other's drafts and their preparation for transmittal to the NFIB.

2. In early June of this year the Director of Central Intelligence and the Assistant to the President for National Security Affairs agreed to the request of the President's Foreign Intelligence Advisory Board that the Intelligence Community conduct an experiment in connection with the preparation of this year's NIE on Soviet Forces for Intercontinental Conflict. It was agreed that with respect to certain key issues--Soviet ICBM accuracy, Soviet low altitude air defense, and Soviet strategic policy and objectives--competitive analysis would be undertaken.

3. In the view of the PFIAB, the competitive analysis environment is advantageous in situations where the intelligence community has incomplete or ambiguous information on important aspects of the Soviet strategic threat. It is the PFIAB's belief that opposing views and alternative interpretations should be developed and given greater visibility in the estimative process.

4. On the issues mentioned above, so-called "A" drafts have been developed by Intelligence Community teams in the manner previously used in preparing the NIE, while competitive "B" drafts have been prepared by other teams selected in consultation with the NIE Estimates Evaluation Committee

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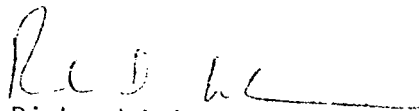
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of PFIAB. Members of the "B" teams include qualified individuals from within and outside of Government, but do not include anyone who is also working on the NIE.

5. Now that the exchange of drafts between the "A" and "B" teams is underway, about two weeks will be needed for the teams to study each other's drafts. Then the team leaders--with such support from their associates as they require--will meet to discuss their drafts and positions. Following that, each draft will be put in final form for forwarding to the NFIB--the "A" Team drafts through the normal NIE process including Representatives' review, and the "B" Team drafts by the "B" Teams operating independently. A schedule for these actions is attached.

6. Please note that this competitive analysis remains an experiment. The "B" Team drafts are not to be disseminated beyond those participating in the experiment, i.e., the addressees of this memorandum and their principals within the intelligence community.



Richard Lehman
Deputy to the DCI for National Intelligence

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SCHEDULE FOR THE NEXT PHASE OF THE COMPETITIVE ANALYSIS EXPERIMENT

NOTE: The steps in this schedule are based on specific PFIAB recommendations. Meetings of the NFIB Representatives will be underway well before the completion of the steps in the process outlined below. Thus the further preparation of the NIE and the experiment will proceed in parallel. The NIE schedule will be forthcoming.

<u>Date</u>	<u>Step</u>
<u>13-22 Oct</u>	<u>Step 1--Exchange of Drafts</u> "B" Team drafts are sent to: --Chapter working groups (i.e., the "A" Teams) --11-3/8 Management Team; and --NIO/Strategic Programs. <u>Drafts of (a) Chapter I, (b) ICBM accuracy sections of Chapter II, plus Annex C, and (c) the air defense portion(s) of Chapter III are sent to the appropriate B Team Leaders.</u>
<u>2-4 Nov</u>	<u>Step 2--Exchange of Views</u> B Team (chairman and members) meets with A Team (chairman and members) to hold half-day meetings for a discussion of their drafts and positions as follows: T, 2 Nov: Strategic policy and objectives W, 3 Nov: ICBM accuracy Th, 4 Nov: Low-altitude air defense Each of the three meetings to be hosted by the NIO/Strategic Programs and chaired by Mr. Paisley. The Management Team and NFIB Representatives on NIE 11-3/8-76 may attend. <u>Meeting Format:</u> Brief opening statements by the A and B Teams leaders will be invited, followed by comments and discussion.

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<u>Date</u>	<u>Step</u>
<u>5-12 Nov</u>	<u>Step 3--Revisions and Their Exchange</u> B Teams will accomplish this step entirely independently. The A Team leaders will forward proposed revisions to the NIE draft, if any, promptly to the Management Team for consideration by the NFIB Representatives. (Subsequently, B Team and NIE Chapter revisions will be exchanged as available.)
(Date to be determined)	<u>Step 4--Written Comments on Revised Drafts</u> A and B Teams prepare written comments on the relevant portion(s) of the B Team and NIE drafts, as revised--these comments will be made available to the NFIB for its review.
(Date to be determined)	<u>Step 5--NFIB Review</u>